

**ACDI/VOCA**

**Fiscal Year 1998 Fourth Quarter Report**

**Worldwide Farmer-to-Farmer Program**

**FAO-A-00-96-90038-00**

## **Introduction**

ACDI/VOCA's Worldwide Farmer-to-Farmer (FtF) grant represents a new phase in our participation in the Worldwide Farmer-to-Farmer program. This grant represents a departure from our former worldwide flexibility; for this grant ACDI/VOCA focuses on a few countries in order to have greater sustainable impact. Each country program differs in its programmatic focus according to the country's development priorities. The ACDI/VOCA program in the Greater Horn of Africa focuses on food security, while our program in Bolivia has a sustainable agriculture focus. ACDI/VOCA Bolivia is unique in being the only international NGO with a cost-sharing arrangement with PL-480 of Bolivia, which covers all in-country project expenses.

ACDI/VOCA has begun implementing its workplan for FY 1999, incorporating several changes in our program activity. To summarize, our remaining Cambodia funds will be used with USAID/Mongolia resources in order to start a Farmer-to-Farmer program in Mongolia. A detailed Mongolia workplan and budget information will be delivered to USAID/BHR/PVC by January 1999. Our Eritrea funding is being used to conduct volunteer assignments in Tanzania and Uganda; some regional assignments for the Horn of Africa are also planned.

## **Program Highlights**

In the fourth quarter, **5** volunteer assignments were completed with the assistance of **5** volunteers in two countries. This brings total FtF volunteer assignment completions to **76**. Our report provides additional statistical information: Table One depicts project completions by country for 4<sup>th</sup> quarter; Table Two illustrates the total number of volunteers by country; Table Three shows the number of assignments per country. Table Four demonstrates the male-to-female ratio for the fourth quarter of FY 98; Table Five depicts F-to-F projects by category-type; and Table Six cites ACDI/VOCA volunteers by state or country for the fourth quarter of FY 98. Finally, Table Seven lists the total completed F-to-F projects.

## **Program Accomplishments**

ACDI/VOCA completed five volunteer assignments in the fourth quarter of FY98. A list of the projects completed this quarter can be found in Table One. F-to-F volunteers were recruited from **4** U.S. states; **1** U.S. citizen living abroad also served as a volunteer (see Table Six).

## **ACDI/VOCA-Bolivia**

Prepared by Glenn Blumhorst and Jorge Baracatt

### **ANNUAL PROGRAM OVERVIEW (FY 1998)**

ACDI/VOCA's Bolivia Program has experienced heightened activity during Fiscal Year 1998 - a period that was also characterized by personnel transitions and improvements to further enhance program impact. During this time, ACDI/VOCA-Bolivia completed 27 assignments through the program funded jointly by PL-480 and Farmer-to-Farmer under the counterpart agreement that runs from June 1996 to September 1999. In Bolivia, FtF funds provide the essential resources to leverage local (PL-480) funds and for demonstrating, to institutions and other donors, the development value and cost-effectiveness of volunteer-based, expert technical assistance.

In an effort to further enhance the success of ACDI/VOCA volunteer interventions, a number of improvements have recently been introduced. The scopes of work (SOW) have been revised to provide greater detail and clarity for volunteer consultants. Further, the evaluation indicators and reporting format have been modified to permit better monitoring, evaluation and reporting of process actions and program impacts to reflect management for results. ACDI/VOCA-Bolivia has also heightened involvement of USAID/Bolivia in volunteer activities such as final presentations and debriefings, while also proactively disseminating project information to USAID, PL-480 and other institutions.

ACDI/VOCA-Bolivia continues to utilize Latin American expertise, primarily Guatemalans, through the proven South-to-South (StS) component. Impact of the South-to-South program continues to be overwhelmingly strong, as validated by project evaluations of previously completed StS assignments. In FY 1998, StS volunteers completed 2 of 27 assignments. In addition, the Bolivia field office and U.S.-based recruitment offices have continued to emphasize recruitment of volunteers with Spanish language ability and professionals with advanced degrees. In FY 1998, 18 of 27 volunteers spoke fluent Spanish, and 12 of 27 volunteers held doctorates.

During FY1998 there were several staff transitions involving four positions. The Country Representative resigned in December of 1997 and was replaced by Glenn Blumhorst in March of 1998. Jorge Baracatt began working with ACDI/VOCA in January 1998 as Director of Volunteer Programs, a position expanding the responsibilities of the position previously titled as Sub-Director. Additionally, Erika Rodriguez and Candelaria Pizarro joined the team as secretary and translator, respectively. The new staff and support team facilitated an efficient transition without compromising the quality of on-going programs. Inasmuch, some delays in project implementation were experienced due to recruitment difficulties.

### **PROGRAM ACCOMPLISHMENTS FOR FY 1998**

Farmer-to-Farmer funds supported 27 volunteer assignments in Bolivia during FY1998. Their focus was principally broad-based economic growth and environment and natural resource management. These assignments provided mainly follow-up assistance to previous requesting organizations, pursuant to the agreement with PL-480/FtF for long-term support of 35 local organizations. ACDI/VOCA-Bolivia implements a strategy of partnering with regional, national and umbrella groups to maximize impact of funding. Bolstered by almost 30 years of program activity in Bolivia, ACDI/VOCA provided support to agricultural producers associations,

environmental NGOs, and national umbrella groups, utilizing a sustainable methodology of institutional strengthening and organizational development support.

By providing technical assistance to organizations like SEMTA (Multiple Appropriate Technology Services), and OACEMM (The Association of Farmers Economic Organizations – “Moto Mendez”), ACIDI/VOCA has increased the household incomes of farm families whom are affiliated with partner associations, cooperatives or other producer groups. Veteran ACIDI/VOCA volunteers Monte Munn and Herman Obregon were among those who assisted in analyzing the markets and developing marketing strategies for a number of agricultural products. In the Bolivian highlands, farmers are taking advantage of ACIDI/VOCA technical assistance in ways that are increasing their capabilities, their incomes and their expectations for the future.

As a result of the volunteer’s recommendations to SEMTA, the Achocalla Greenhouse Lettuce Producers Association was formed, providing a more efficient way to deliver higher quality produce to the consumer. The price earned for sale of lettuce tripled, while sales quadrupled, from 280 heads to upwards of 1,200 heads. The association has also expanded their product line to include other produce. In addition to implementing the marketing strategy, on the recommendation of the volunteer, OACEMM adopted a functional organigram that effectively restructured the organization and established new roles according to the needs and challenges of the organization. This new structure and other recommendations regarding transformation and commercialization has expedited the marketing of value added products.

ACIDI/VOCA has also assisted numerous environmental and rural development NGOs in developing more people-centered educational programs. Several organizations such as VIVE and IICCA have strengthened their outreach programs by adopting methodologies introduced by ACIDI/VOCA volunteers that emphasize participatory and non-formal education techniques. Volunteer Dr. Stephen Sherwood designed a new program and helped ICCA to develop elaborate didactic materials, enhancing the work of extension agents.

The success of ACIDI/VOCA-Bolivia’s StS component is showcased in the advances made by a local environmental NGO. PROBIOMA recently obtained from the *Unidad de Sanidad Vegetal*, dependent of the *Ministerio de Agricultura y Ganadería*, the registration for the production and marketing of bioregulators that were discovered, formulated and reproduced by PROBIOMA with the support of ACIDI/VOCA volunteers, Alvaro Hernández and Ronald Estrada (Guatemalans). This registration is the first in Bolivia and the only one in Latin America with the INOCUO characteristics, placing Bolivia at the forefront. The impact of the registration resides in its scientific, economic, social and legal connotation, since it will permit the improvement of legislation to protect the health of the agricultural producer and consumer, as well as the environment and natural resources.

Research and educational institutions also benefited from ACIDI/VOCA assistance. IBTA (The Bolivian Institute of Applied Agricultural technology) now has the premier soil laboratory in the country as a result of the recommendations and training provided by volunteer Dr. Emmet Schulte. The recommendations applied include mass processing of samples, simple laboratory procedural improvements and the development and circulation of pamphlets describing the IBTA services available. The number of organizations using IBTA's lab services has increased from 70 to over 300, and the number of soil tests has doubled. Long-term experiments initiated by the volunteer help IBTA to assess and quantify appropriate levels of fertilizer and lime for the soil. As a result, thousands of farmers in at least four departments are now formulating their applications based on reliable laboratory results of soil testing, thus increasing farm productivity and cost-effectiveness while reducing environmental degradation caused by run-off.

In many cases, ACDI/VOCA volunteers assisted local organizations in generating or capturing project funding, or mobilizing other resources. At least \$22,600 in funding and resource contributions were secured through the efforts of volunteers assisting organizations to develop proposals or strategic plans. Beneficiary organizations were also trained in the effective identification and tapping of various fund sources. Additionally during this period, VIVE won a watershed management proposal financed by OAS for \$123,000, resultant of the assistance of previous ACDI/VOCA volunteer Edgar Palma.

Training activities conducted by ACDI/VOCA volunteers in Bolivia strengthened the delivery of extension services for more than 25 organizations in FY1998. While ACDI/VOCA volunteers directly trained over 600 extension agents, technicians and other trainers, the multiplier effect allows new technologies to reach thousands more indirect beneficiaries. Technical training conducted by volunteers has covered themes including IPM, Soils, Natural Resource Management, Environmental Education and Business Planning. A new IPM program initiated by PROBIOMA under the guidance of ACDI/VOCA volunteer Alvaro Hernández is now reaching 640 farmers in 36 communities.

## **PROGRAM DIRECTION**

Currently, the volunteer program is being managed very efficiently and effectively. In spite of enduring a transition, ACDI/VOCA-Bolivia has managed to continue with work development, introduce improvements to the program and provide team-building for a staff which includes several new employees. However, owing to ACDI/VOCA internal changes, there has been some delay in volunteer recruitment.

Programming for FY1999, which covers the period of October 1998 to September 1999, anticipates a very active level of implementation. Approximately 44 of the agreed 102 assignments will be implemented during this period. Of these 44, eleven have already been recruited and six additional Scopes of Work have been developed for recruitment. This projection is based on the anticipated continuation of USAID Farmer-to-Farmer support through December of 1999 and the PL-480 no-cost extension.

## **4<sup>th</sup> QUARTER PROGRAM OVERVIEW**

Two ACDI/VOCA volunteer assignments were implemented this quarter. The first assignment involved four environmental NGOs that form part of a national conservation alliance. The second assignment was implemented with an NGO in Tarija that works in rural development, specifically in management and maintenance of basic information. The technical focus of the former assignment included the training of executive directors from four NGOs in the elaboration of a mutual fundraising strategy, non-profit management, and basic concepts in proposal writing. The latter assignment assisted a base-level NGO in database development and maintenance, including training of the technicians who will operate it.

The ACDI/VOCA-Bolivia Program Director traveled to Washington D.C., for an orientation at headquarters offices. In addition he visited the recruitment office in Columbus, OH. The objective of this visit was to familiarize him to the process of recruiting volunteers, as well as to gain understanding of the potential and capabilities of the organization as a whole.

During this period, discussion continued with USAID/Bolivia regarding the development of the Agrocapital FFP. Negotiations between the local Mission, the ACDI/VOCA Bolivia office, the ACDI/VOCA Washington office and Agrocapital have focused on resolving the remaining key issues toward that end. In late August, ACDI/VOCA-

Bolivia received notification from USAID-Bolivia that the Title II concept paper had not been accepted. The potential warehouse receipts proposal and fee-for-service assessment are being re-programmed for early 1999.

Candelaria Pizarro de Ramos has joined the ACDI/VOCA-Bolivia staff as our new translator. Ms. Pizarro de Ramos has primary responsibility for translation of volunteer final reports, CVs and other documents, tasks that have been slightly delayed due to the prolonged position vacancy.

## **PROGRAM ACCOMPLISHMENTS**

With the intention of continually enhancing the Volunteer program, in this report we show (in Spanish) the modifications made in the annual evaluation system for the assignments. Very important aspects like the description of achievements obtained by the host organization as a result of the volunteer's work can be noted in both process and impact indicators. This allows a qualitative as well as quantitative analysis, since it shows the number of technicians trained, number of projects that the host organization has developed, number of projects for which the host has secured financing, staff working in these new projects, increased revenues, increased production, etc. This new mechanism also allows an assessment of the volunteer's work from the host organization's point of view and to measure in a general way the real impact of the assignment.

In accordance with the same objective of improving the development of the project, if the impact does achieve the expected level by ACDI/VOCA or the beneficiary organization, a series of recommendations are written to increase the impact of follow-up assignments in the near future. (The annual evaluation is not always done at 12 months, but rather between 12 and 18 months; this period permits establishment of more objective impact evaluation.)

So as to extend the coverage of the program as well as to reinforce the weakest departments facing the greatest food insecurity, the ACDI/VOCA-Bolivia representative and program director have visited the Potosí and Chuquisaca Departments. After conducting institutional assessments with several organizations working in the field of rural development, two that work in the most marginal provinces of both departments were selected. ISALP was selected in Potosí and PRODESCO in Chuquisaca, both being rural development NGOs. The selection was made by the ACDI/VOCA staff considering the following aspects: legal status, management capacity, field activities, institutional relationships, needs assessment, technical emphasis, availability of a defined work plan, etc. Each of the two organizations will conduct one assignment for 1998 and one more for 1999.

Current programming covers the period from May to December 1998, during which 22 assignments will be implemented. Of the 22, three have been completed, one is currently being implemented, three have been recruited and eleven additional Scopes of Work have been developed for recruitment. For 1999, 26 assignments are to be implemented, thereby meeting the goal of 102 assignments as established at the beginning of the current agreement. This projection is based on the anticipated continuation of USAID Farmer-to-Farmer support through December of 1999 and the PL-480 no-cost extension.

### **Projects that have demonstrated significant impact include:**

Third quarter: July to September of 1998

**WF300044 “Fundraising Strategy and Plan for Asociación Boliviana de Conservación - Bolivian Conservation Association (ABC)”**, conducted by Dr. Charles Daugherty, who worked with four environmental organizations (PROMETA, EBB, TROPICO and FAN) in the strengthening of ABC. We consider this assignment as very successful because of the work focus it had. The volunteer visited four organizations in three departments and was able to understand the needs of the participant organizations within an alliance focus. This association of similar organizations with a same goal is a pilot experience in the country, and ACDI/VOCA has decisively participated in its formation. Both the volunteer and ACDI/VOCA-Bolivia consider that this working strategy will become successful as long as it is supported and strengthened as we are doing now.

### **Third quarter 1997**

In addition, it is noted that the organization PROBIOMA obtained from the *Unidad de Sanidad Vegetal*, dependent of the *Ministerio de Agricultura y Ganadería*, the registration for the production and marketing of bioregulators that were discovered, formulated and reproduced by PROBIOMA with the support of ACDI/VOCA volunteers, Alvaro Hernández and Ronald Estrada (**WF300009 and WF300010, “Production of Biological Controls”**). This registration is the first in Bolivia and the only one in Latin America with the INOCUO characteristics, placing Bolivia at the forefront. The impact of the registration resides in its scientific, economic, social and legal connotation, since it will permit the improvement of legislation to protect the health of the agricultural producer and consumer, as well as the environment and natural resources.

### **PROGRAM DIRECTION**

Currently, the volunteer program is being managed very efficiently and effectively. In spite of being a transition period, ACDI/VOCA-Bolivia has managed to continue with work development, introduce improvements to the program and provide team-building to a staff which includes several new employees. However, due to ACDI/VOCA internal changes, there has been a serious delay in volunteer recruitment. Since May 1998, 16 new scopes of work have been developed and sent to the recruitment department in the United States. Most of these projects are still pending to be recruited, and have been delayed significantly beyond the target start dates. Despite our efforts to meet program goals, at the present time we face problems that are beyond our control.

Volunteer recruitment has been affected by the change of personnel in ACDI/VOCA-California, where the new staff has been in a training period; this has resulted in less efficient recruiting. In view of this difficulty, ACDI/VOCA management decided to change the recruitment base for ACDI/VOCA-Bolivia to the office in Ohio. We hope this change will be favorable to volunteer recruitment for Bolivia.

### **BUSINESS DEVELOPMENT**

The development of the Agrocapital Foundation and FFP continues to demand the close attention of the Country Representative as negotiations focus on resolving the key concerns and differences which threaten the \$9 million portfolio transfer and the \$500,000 equity donation. Toward this end, USAID, ACDI/VOCA and Agrocapital representatives have recently held critical discussion on the salient issues, including meetings at the USAID mission in La Paz. ACDI/VOCA is not on the current list of FFP investors, as the USAID equity donation has not

been consummated. However, ACDI/VOCA-Bolivia recognizes the immediate and long-term importance of this opportunity, and will diligently support the successful establishment of the FFP, including ACDI/VOCA involvement.

In response to a recent USAID-Bolivia invitation, ACDI/VOCA developed and submitted a detailed concept paper for PL-480 Title II Development Activities. Unfortunately our concept paper was not selected for further review or elaboration of a DAP. Lack of a health component was cited as a major factor, however, ACDI/VOCA remains open to potential collaborative relationships with other cooperating sponsors to more effectively meet the Mission's criteria. At the same time, ACDI/VOCA will seek alternative means by which ACDI/VOCA will continue to support USAID/Bolivia strategic objectives, through strengthening the capacity of secondary level organizations and providing agricultural extension and marketing services to producer groups and grassroots organizations.

The development of a warehouse commodities program with the *Camara Agropecuario del Oriente* (CAO) has been delayed temporarily, but is still being pursued. The Country Representative has been in contact with the ACDI/VOCA in-house commodities adviser and has proposed conducting a general appraisal of the project feasibility. A proposal may be developed early next year; while in the interim, funding and other mechanics will be researched by the Country Representative.

Due to resource limitations, the assessment to be conducted by an IDR consultant for establishing fee-based technical assistance services was not carried out as anticipated. This activity has been delayed until early next year, when the IDR consultant and the Bolivia Country Representative will collaborate in the assessment and development of a fee-for-service strategy.

**LEVEL OF PROJECT EFFORT THIS QUARTER:**

Third Quarter (July 1 - September 30, 1998)

DESCRIPTION	NUMBER OF DAYS		
	PROGRAMMED	IMPLEMENTED	%
WF300044 – EBB Fundraising Strategy and Plan for the Bolivian Conservation Alliance (ABC) Dr. Charles Daugherty	30	28	94%
WF300051 - CIAC/Tarija Data-Base Renovation: Municipalities of the Plata River Watershed Mr. Fred Sears	90	95	105%

**PROJECT IMPLEMENTATION THIS QUARTER:**

(April 1 to June 30, 1998)

DESCRIPTION	INDICATORS	IMPLEMENTED	
		1st QTR.	1 YEAR
WF300044 - EBB Fundraising Strategy and Plan for ABC Dr. Charles Daugherty	Fundraising plan and strategy written.....	-	-
	Degree of implementation of the plan.....	-	-
	Amount of funds generated with the help of the plan.....	-	-
	ACDI/VOCA volunteer Charles Daugherty conducted an analysis within Bolivia to determine the potential level of support available to the Asociación Boliviana para la Conservación (Bolivian Conservation Association) -ABC- pursuant to its fundraising plan. ABC is carrying out a collaborative effort to channel funds for four protected areas of the country: Tariquia Flora and Fauna Reserve (PROMETA-Tarija), Cotapata National Park (TROPICO - La Paz), Beni Biological Station (EBB-Beni) and the Noel Kempff Mercado National Park (FAN-Santa Cruz). Upon completion of the analysis, the volunteer helped ABC establish a fundraising strategy which includes prospective international as well as national clients.		
WF300051 - CIAC/Tarija Data-Base Renovation - Municipalities of the Plata Plata Watershed Mr. Fred Sears	Recommendations for improving and updating the CIAC's current database system.....	-	-
	Degree of implementation of the recommendations.....	-	-
	Number of CIAC personnel trained in management of the database..	-	-
	ACDI/VOCA volunteer Fred Sears assisted CIAC in updating its database capabilities, which will permit effective management of the updated information in the region. It was determined that the existing database could not be kept current, owing to a series of configuration errors, therefore the volunteer designed a new database system, including current information of interest to development organizations, municipal governments and other entities affected by the popular participation law. This information covers an area of 34 municipalities in the departments of Tarija, Chuquisaca and Potosi. The database is easily managed, and CIAC personnel have been trained in its configuration, modification and use of information.		

**IMPACT OF PROJECTS FUNDED BY PL-480/FARMER TO FARMER:**

(June 1, 1996 - June 30, 1998)

DESCRIPTION	INDICATORS	IMPLEMENTED	
		1st QTR.	1 YEAR
FF300326 - ARMONIA - Development of Administrative Systems - Membership/Accounting Jane Fisher	Recommendations for improving administrative systems..... Increase in membership and membership revenue..... Improved accounting system.....	Yes - 10 %	Yes No 20%
	The Volunteer Jane Fisher studied ARMONIA's program and administrative structure and requirements. She left recommendations for accounting procedures and reports necessary for complying with basic accounting needs. In addition to conducting an analysis of possible accounting software packages she made recommendations for improving administration and fundraising systems. ARMONIA has established separate accounts for projects and implemented systems for improving office organization however, they still need to upgrade the accounting system and improve membership maintenance.		
FF300354 - ASOGAPANDO - Cattle Management Improvement Program and Training Robert Reuter	No. producers utilizing the recommended cattle mgt. Techniques ..... The increase in milk and beef production..... A written plan for a Cattle Management Improvement Program.....	Partial - Yes	Partial ? Yes
	Volunteer Robert Reuter worked with the Pando Cattle Producers Association to develop a program plan for improved cattle management including interventions to improve production, minimize environmental degradation and institutionalize a technical assistance and training program within ASOGAPANDO. Robert trained key ASOGAPANDO members in improved management practices.		
FF300336 - CIAC - Integrated Pest Management - " Arañuela Roja" Marcelo Velasquez	Biological control recommendations for the "Arañuela Roja"..... No. of technicians trained..... No. of families/communities that have diminished use of pesticides.... Degree of implementation of recommendations..... Degree of integrated pest control..... .....	Yes 3/ - 15% 25%	Yes 6/40 800/20 45% 40%
	Guatemalan Volunteer Marcelo Velasquez acquainted himself with the local environment affecting peach production, the facts about <i>Tetranychus urticae</i> and the use of insecticides. He coordinated with CIAC's technicians in the design of an IPM plan that includes biological controls for "Arañuela Roja". Marcelo provided training to CIAC personnel and local farmers in 20 communities on key IPM issues.		
FF300345 - UAJMS / IIEMA - Environmental Education Training Program - IIEMA Rosanna Alvarez	Environmental Education Methodology incorporated into IIEMA program... Number of professionals trained.....	50% 64	50% 64
	Volunteer Rosanna Alvarez trained IIEMA staff and key environmental education trainers in participatory natural resource management techniques that will be incorporated into IIEMA's environmental education program. She conducted 2 workshops in participatory methodologies with University personnel, students and NGO staff. The material left also assisted IIEMA to prepare proposals for funding.		
FF300353 - UMSS -	Environmental education program design .....	25% 0%	100% Partial

DESCRIPTION	INDICATORS	IMPLEMENTED	
		1st QTR.	1 YEAR
Environmental Education Program Plan Charlotte Young	Degree of design implemented ..... Number of environmental educators trained..... Number of activities implemented ..... .....	7 0	7 Partial
	Volunteer Charlotte Young developed recommendations for an integrated environmental education program to be jointly implemented by the 2 organizations including suggestions for initiating the program and conducting training activities. The Coalition did not function so CUEMAD took the lead in designing and implementing an environmental education program. The needs analysis, prioritization and program plan was completed when the volunteer, H. Castillo, did an assignment with CUEMAD in October 1997 - #WF30031.		
FF300361 - UAJMS - Business Planning - Plant Pathology Laboratory Robert Lambe	Recommendations for the Plant Pathology Laboratory..... Degree of recommendations implemented ..... Number of "clients" serviced during the year ..... .....	Yes 15% -	Yes 50% 175
	Volunteer Robert Lambe studied the current and potential technological capabilities of the laboratory and acquired a general understanding of the agriculture related plant pathology needs of the area. Robert developed recommendations on how to improve the techniques and services of the laboratory. The Volunteer was able to offer special expertise in the area of plant pathology related to biological controls.		
FF300362 - IICCA - Natural Resource Conservation Program - Small Scale Farmers Diana Menendez	Natural resource conservation program plan ..... Degree of program implementation ..... Number of personnel and beneficiaries trained ..... .....	Yes - 52	Yes 20% 52
	Guatemalan Volunteer Diana Menendez did a volunteer assignment with IICCA last year so she arrived with a familiarity to the program. She developed a participatory plan for a natural resource conservation program for program participants, including women producers. Diana trained IICCA promoters in organization, extension and conservation techniques to get the program started. The program is being implemented in the pilot area but IICCA would like to extend it to all other program areas.		
FF300364 - FAN - Feasibility Study - Plant Material Exportation Herman Obregon	Completed feasibility study for the BDS..... Acquire funding for the business..... Initiation of the business ..... .....	Yes Yes No	Yes Yes No
	Volunteer Herman Obregon developed a feasibility study including: description of BDS in general terms & organizational chart, analysis of forming a partnership versus a corporation, outline of BDS marketing issues, outline of a program for the training and formation of personnel, infrastructure development and development of an annual budget and diagram of activities and follow-up. The business has received funding from a Climate Action Initiative and once the government agreement has been signed the business will be formed.		
FF300365 - RENACC / UNICEF - Design of Hand Knitted Products for Export - Alpaca & Wool Karen Urbanek	Design recommendations ..... Degree of application of the recommendation..... Number of knitters trained ..... ..... Number of articles with new design ..... Volume of sales of products with new	Yes 15% 65 - -	Yes 85% 80 10 -

DESCRIPTION	INDICATORS	IMPLEMENTED	
		1st QTR.	1 YEAR
	designs.....		
	Volunteer Karen Urbanek accomplished the following objectives: analysis of current designs and local working conditions, facilitated the Design Seminar in the Fourth National Workshop of RENACC, worked with artisan groups to define and incorporate new improved designs and color combinations, organized and facilitated specialized follow-up workshops throughout the country to assist knitters to implement new improved designs and color combinations .		
FF300366 - UAJMS/IEMA - ARC/INFO GIS Training Karen Minkowski	Successful installation and operation of the ARC/INFO GIS system. N of people trained in the use of ARC/INFO system..... Number of maps produced in the first year .....	Yes 7 -	100% 7 -
	Karen Minkowski installed the ARC/INFO GIS software package, tested the operation of the program and hardware and trained IEMA's staff in how to use the ARC/INFO GIS system. She also helped develop a program to promote the services of IEMA in GIS including fundraising recommendations. To access technical assistance in the long-term she also arranged that the counterpart visit CIMAR.		
FF300367 - IBTA/TARIJA - Improved Methods - Soils Laboratory Emmet Schulte	Recommendations for improving laboratory methods..... Degree of implementation of the recommendations..... Number of clients using services..... Number of samples received per year .....	Yes 30% 78 280	Yes 68% 250 531
	Emmett Schulte analyzed the current Soils Lab services, procedures and operations. Emmett left recommendations on how to improve lab procedures in the chemical analysis of plant material to determine soil fertility deficiencies, physical and chemical analysis of soils that will be more efficient and less damaging to the environment and use of local materials to correct factors.		
FF300369 - PROMETA - Feasibility Study - Recycling Plant Mary Albrecht	Feasibility study of recycling plant ..... ..... Recommendations on how to complete a more comprehensive study.. Decision made on how to proceed .....	No Yes No	Partial Yes Yes
	Volunteer Mary Albrecht accomplished the following objectives: reviewed market study information and trained PROMETA counterpart in preparation of feasibility studies. Critical information was not available at the time the volunteer did the assignment, therefore a comprehensive feasibility study was not completed. A preliminary decision was made that the business was not feasible and 4 staff members were trained in how to conduct feasibility studies.		
FF300370 - PROMETA - Environmental Education and Management - Tarija Zoo Maria Eugenia Martinez	Analysis of the situation of the Zoo ..... Recommendations for environmental education program..... Recommendations on improved zoo exhibits, design and mgt..... Degree of implementation of the recommendations.....	Yes Yes Yes -	100% 100% 100% -
	Mexican Volunteer Eugenia Martinez designed an Environmental Education Program for the Zoo and made recommendations to improve the Zoo. It was her opinion that if Zoo management does not improve significantly the Zoo should be closed. The conditions at the Zoo are not acceptable at the present time and PROMETA believes that Eugenia's work will help initiate important changes. A formal commitment has been made by the Mayor's office to follow through with the recommendations proposed by the volunteer.		

DESCRIPTION	INDICATORS	IMPLEMENTED	
		1st QTR.	1 YEAR
FF300376 - SEMTA - Agriculture Marketing Methodologies: Studies and Strategies Monte Munn	Marketing Study Model..... No. of marketing studies conducted using the model..... Number of technicians/farmers trained..... No. of marketing strategies applied and degree of application.....	Yes 13 22 - - -	100% 13 25 65%
	Volunteer Monte Munn developed alternative marketing strategies for cattle/dairy products and lettuce. Monte taught staff to apply a market study model that assesses market structure, behavior and performance. He then assisted SEMTA technicians to develop marketing strategies for the products referred to above.		
WF300002 - ASEO - Strategic Planning - Environmental NGO Tom Hoots	A strategic and long term plan for ASEO..... Degree of implementation of the plan.....	No 0%	Partial 0%
	Tom Hoots came to design and initiate a strategic planning process for ASEO. With the participation of key staff, volunteers and board members, he facilitated the development of a long-term strategic program for ASEO. At the time of the volunteer's arrival, ASEO was going through an organizational crisis and had changed its leadership. ASEO has begun to recuperate from the leadership crisis it suffered in 1997. They have elected a new Board of Directors and redefined its by-laws. In the process they have clarified their mission, objectives and organizational structure. They are in the process of redoing their operations manuals and implementing their operational plan for 1997 - all recommendations of the volunteer.		
WF300001 -CIPCA- Integrated Watershed Management William Ellis	Analysis of technical factors affecting the project..... Recommendations improved program of integrated watershed mgt..... Degree of implementation of recommendations .....	Yes Yes 20% -	Yes Yes 20% -
	Volunteer William Ellis made the analysis of the technical factors affecting the management of the Chiara K'ochi and Leon Mayu watersheds. His assignment included an evaluation of erosion and sedimentation risks and he recommended specific modifications to the projects overall design. The Volunteer made a recommendation to obtain additional technical advice on the design which CIPCA never did and construction has proceeded as originally planned. However, CIPCA has expanded their conservation and irrigation management training and increased technical staff as recommended by the Volunteer.		
WF300014 -ASE- Environmental Education Program Plan for Schools and Mother's Clubs Hilda Castillo	Environmental Education Program Plan ..... Degree of program implementation ..... Number of trainers trained .....	100% 15% 30 -	- - - -
	Volunteer Hilda Castillo developed an Environmental Education Program Plan for Schools and Mother's Clubs in the city of Sucre and nearby communities. The volunteer used a participatory research methodology and trained over 30 trainers - volunteers, staff members, teachers and other community members - in a program based on the specific environmental problems of the area. Over 150 school children benefited from a workshop on the topic.		
WF300017 -CAO- Development of Agriculture Extension Foundation - FUNDAGRO Lee Wenke	Recommendations- mgt. and admin. procedures for FUNDAGRO..... Fundraising strategy for FUNDAGRO ..... Degree of implementation of recommendations .....	100% 80% 15% -	- - - -

DESCRIPTION	INDICATORS	IMPLEMENTED	
		1st QTR.	1 YEAR
	Volunteer Lee Wenke made recommendations and provided guidelines for the management of an agriculture research and extension fund -FUNDAGRO. In addition to making practical recommendations, he developed a plan for an initial capital campaign for \$ 6 million.		
WF300010 - PROBIOMA Integrated Pest Management and Biological Controls Production Alvaro Hernández	Evaluation of the IPM implementation process ..... Degree of application of previous recommendations..... No. of biological controls registered and being applied..... No. of participants/organizations attended Seminar.....	100% 90% 4 50/30	- - - -
	Volunteer Alvaro Hernández evaluated the implementation process of the IPM techniques that PROBIOMA has been applying during the last few months based on past VOCA technical assistance. He also made recommendations for the registration of biological controls. Mr. Hernández also made a presentation on biological controls at the National Seminar on the Utilization and Management of Biological Controls.		
WF300011 - VIVE Integrated Management of the Tolomosa Watershed Edgar Palma	Community based watershed management methodology ..... Degree of incorporation of methodology into the plan ..... No. of farmers trained in techniques.....	Yes 20% 8	- - -
	Volunteer Edgar Palma developed a methodology for integrated management of the Tolomosa River Watershed and provided recommendations for a variety of interventions aimed towards reduction and control of sedimentation from a community perspective.		
WF300012 - IIEMA/UJMS Environmental Research Program Bernard Henrie	Recommendations for a Strategic Plan ..... Degree of implementation of recommendations ..... Recommendations on administration.....	60% - 90%	- - -
	Volunteer Bernard Henrie left recommendations for the development of an environmental research program that is appropriate to the particular needs of the Region. Special emphasis was placed on the administrative and financial aspects of the Plan.		
WF300013 - CIEC Small-Scale Integrated Farming Program Fernando Beza	Evaluation of the integrated farming component ..... Recommendations for the re-design of this component ..... Degree of implementation of the recommendations ..... No. of families practicing integrated farming techniques.....	Yes Yes 0 Unknown	- - - -
	Volunteer Fernando Beza evaluated the project "Agro-ecological Strategy". He based his evaluation on participatory techniques in three beneficiary communities, recommended specific actions for Phase III and trained 3 technicians in integrated agriculture for the tropics. As of December 1997 CIEC had not been able to raise funds to implement Phase III delaying implementation of the recommendations.		
WF300015 - TROPICO Five-Year Plan for Sustainable Development Alan Ragins	Socio-economic and environmental analysis of the area..... Recommendations for a Mgt. Plan - PNAMIC and Zongo Valley..... Degree of implementation of recommendations.....	Yes Yes -	- - -

DESCRIPTION	INDICATORS	IMPLEMENTED	
		1st QTR.	1 YEAR
	VOCA Volunteer Alan Ragins assisted TROPICO to develop a five-year strategic plan for the sustainable development of the Cotapata National Park and Area of Integrated Management (PNAMIC) and the neighboring Zongo Valley. TROPICO received a small grant to implement the ecotourism activities.		
WF300016 -AGANORTE Marketing Strategies for Meat Products Donald Brannan	Analysis of AGANORTE's meat production levels .....	Yes	-
	Market study for meat products in Montero.....	Yes	-
	Market strategy for AGANORTE's meat products .....	-	-
	- Market-testing before slaughterhouse construction .....	-	-
	- A year later: A non refrigerated plant (slaughterhouse) .....		
	VOCA Volunteer Donald Brannan developed a market study for the commercialization of meat products in Montero and Santa Cruz and recommended a market strategy. He also researched production levels and worked on a business plan. A plan for increased and immediate funds was identified.		
WF300018 - CAO Feasibility Study for an Agriculture Commodities Market Silas Matthies	Feasibility study for an agriculture commodities market .....	100%	-
	Recommendations for the establishment of the market .....	100%	-
	Degree of implementation of the recommendations .....	5%	-
	Volunteer Silas Matthies did a feasibility study for an agriculture commodities market and made recommendations for establishing the market for these products. Due to constraints in production levels and access to financing he recommends that a warehouse receipt program be developed and implemented.		
WF300019 -IBTA Processing and Marketing of Fruits and Vegetables Carter Price	Recommendations for improving marketing.....	Yes	-
	Degree of implementation of the recommendations.....	10%	-
	Income increases from the sale of products .....	Unknown	-
	VOCA Volunteer Carter Price is helping IBTA/Tarija to define a post-harvest processing and marketing strategy that will improve incomes for 78 families within IBTA's pilot Horticulture Sub-Program area of 280 ha. The volunteer's production plan is being implemented and IBTA is seeking funding for the cooling plant.		
WF300021 -IIEMA- Advanced Training in ARC/INFO Karen Minkowski	No. people using ARC/INFO at a beginning level.....	7	-
	No. people trained in advanced use of ARC/INFO.....	7	-
	No. of clients.....	0	-
	No. of maps produced.....	0	-
	The Volunteer Karen Minkowski returned to do an advanced training of the application of ARC/INFO. She trained 7 professionals and personnel of the University. In addition to conducting the training the Volunteer also assisted the Director of the Institute to develop a promotional strategy for providing ARC/INFO services and proposals for funding.		
WF300023 -ASE- Organizational Development - Roles and Structure	Recommendations for restructuring and improvement of operations.... Level of implementation of the	Yes	- - -

Linda Wise	recommendations..... Level of program growth..... .....	20%	
	The Volunteer Linda Wise analyzed and redefined the organizational structure and operations of ASE with the participation of the Board of Directors. She made recommendations on how to improve roles and responsibilities, the by-laws, the membership program and overall operations. To begin implementation a preliminary action plan was defined. The by-laws, which will put most of the recommendations into effect, have been rewritten and will be approved by the Board by the end of 1997.		
WF300027 -Radio San Gabriel- Integrated Pest Management of Coffee Bayron Medina	Technical analysis of the diseases and pests that affect coffee..... Recommendations on integrated pest management of these pests..... Level of implementation of the recommendations.....	100% yes 40%	- - -
	The Volunteer Bayron Medina analyzed the pests and diseases that affect coffee in the Region of Corroico. He made recommendations for the integrated pest management of four pests and diseases. He also trained 100 technicians (from Radio San Gabriel and IBTA) on how to detect the problems, implement integrated pest management techniques and how to improve organic coffee production.		
WF300032 -LIDEMA- National Campaign - Solid Waste Management Paul Still	Solid waste management component incorporated into Campaign ..... No. of organizations applying the component..... No. of communities with improved practices of solid waste mgt.....	100% - -	- - -
	The Volunteer Paul Still visited 6 regions throughout Bolivia to understand the solid waste management issues in each region and assist 8 organizational members of LIDEMA to improve their solid waste management campaigns. Based on his visits throughout the Country he then assisted LIDEMA to improve the design of the National Campaign for the "Calidad de Vida".		
WF300026 - IBTA/Tarija Follow-Up Improved Methods - Soils Laboratory Emmet Schulte	Recommendations for improving laboratory methods..... Degree of implementation of the recommendations..... Number of technicians trained..... Increase in number of clients using services.....	Yes 100% 4 125%	- - - -
	The volunteer Emmet Schulte returned for the second time to evaluate the progress made after his last assignment and make additional technical recommendations to improve the soil lab including: how to implement the ammonium bicarbonate test, complete the computer program for interpreting fertilizer and lime recommendations, writing of publication "Management of Soils of Tarija" and training of 63 technicians on how to improve lab techniques and control soil erosion.		

WF300035 - UAGRM Business Plan - Agriculture Research Center El Vallecito Roy Cameron	Business plan ..... Degree of implementation of the business plan .....	Yes 20%	
	The volunteer Roy Cameron worked with El Vallecito management to develop a business plan for the Agriculture Research Center. In the process the volunteer taught them how to develop business oriented financial tools, services definition and marketing to enable them to make the transition from a non-profit to profit research center.		
WF300031 - CUEMAD Design of Environmental Education Interpretive Centers Hilda Castillo	Plan for interpretive environmental education program..... Degree of implementation of program plan..... Number of personal and volunteers	Yes 20% 20	- - -

	trained.....		
	The volunteer Hilda Castillo helped form a multi-institutional Board to assist in the development, implementation and evaluation of an interpretive environmental education program. She assisted the Board and CUEMAD staff to develop and initiate the plan and trained 20 environmental educators in techniques.		
WF300028 - El Ceibo Marketing Strategies-Organic Cocoa,Coffee,Hibiscus & Macademia David Bourgoïn	Market study for organic cocoa..... Marketing strategy for organic cocoa..... Number of new market channels open for organic cocoa.....	Yes Yes 2	- - -
	The volunteer David Bourgoïn helped El Ceibo management to analyze the local and US markets for organic cocoa. He then worked with them to define initial marketing strategies for marketing organic cocoa in the national and U.S. markets. He also assisted them to make U.S. market contacts and made recommendations on how to improve the management of the sales office.		
WF300030 - Comité Regional de Semillas Cost Structure Methodology James Dye	Recommendations to improve financial mgt. and reporting..... Degree of implementation of the recommendations.....	Yes 80%	- - -
	The volunteer James Dye made 10 recommendations on how to make a price plan, improve the accounting system, financial reporting and standards. It is hoped that if CRS implements these recommendations that they will be able to cover costs, generate an income and demonstrate how the income is being used to improve services.		
WF300034 - PROMETA Rapid Appraisal - Ecological Profile Tariquía Reserve Kevin Holladay	Recommendations for ecological profile for the mgt. plan..... Degree of implementation of the recommendations.....	Yes 20%	- - -
	The volunteer Kevin Holladay worked with PROMETA staff to define how to proceed with the ecological assessment that would eventually support the development of the management plan for Tariquía. He made recommendations on where to collect the data (threatened areas and riparian systems) and how to implement the study via remotely sensed over flights.		
WF300033 - VIVE Improved Cattle Management - Tolomosa Watershed Paul Day	Recommendations on improved cattle management practices..... Degree of implementation of the recommendations.....	Yes 30%	- -
	The volunteer Paul Day assisted VIVE technicians to develop a program for working with farmers to implement integrated farming systems in the Tolomosa watershed that include improved livestock management activities.		
WF300045 - AIGACAA Organizational Development Jerry Namken	Recommendations to improve the structure and operations..... Degree of implementation of the recommendations.....	Yes 30%	-
	The volunteer Jerry Namken assisted AIGACAA and COPROCA staff and Board Members to work toward restructuring the Boards and hiring sales personnel. He also implemented a short Board training course and will be working on a more extensive course to further develop the Board.		
WF300040 - FAN Marketing Plan - Bolivian Alliance for Conservation Bryan Cummins	Market analysis..... Market strategy and plan..... Degree of implementation of the plan.....	Yes Yes 10%	- - -
	The volunteer Bryan Cummins worked with ABC members, FAN, EBB, TROPICO & PROMETA,		

	to develop a marketing strategy and plan that will promote the goals of the organization - including public education and fundraising. A publicity campaign, including development of logo& brochure, is part of the plan.		
WF300041 - IBTA/Tarija Integrated Pest Management - Corn Eugene Nelson	Integrated pest management plan for corn ..... Degree of implementation of the plan ..... Recommendations of techniques for pest control..... Degree of implementation of the recommendations.....	No  -  Yes 30%	- - - -
	The volunteer Eugene Nelson has conducted several different activities with IBTA/Tarija, while also coordinating some work with the staff of CIAT and IBTA/Santa Cruz. He has conducted trips within the Central Valley of Tarija and visited the O'Conner and Gran Chaco province of Tarija and the Luis Calvo province of Chuquisaca. At the end of his assignment a short course was held with the participation of professional from the College of Agronomists of Tarija.		
WF300024 - ECO-Bolivia NGO Strategic Plan - Madidi National Park Marla Handy	Strategic plan ..... Agreement on strategic plan implemented ..... First year operational plan ..... Degree of the first year operational plan implemented.....	Yes Yes  - -	- - - -
	The volunteer Marla Handy worked with a broad range of personnel from the organization, conducting a strategic planning exercise to identify key areas for development and defining strategies for developing them. They focused on capacity-building in board and policy development, and the role leadership plays in the development. In the process the volunteer trained personnel in areas of long-range planning, project planning board functions and fundraising.		
WF300047 - UAGRM/CIMAR Strategic Planning - Center for Research in Management of Natural Resources Donald K. Wheeler	Strategic Plan for CIMAR..... Degree of implementation of strategic plan ..... Increase in the quality of contracts with clients. ....	Yes 100% Yes	- - -
	The volunteer Donald Wheeler helped elaborate a strategic plan with CIMAR's staff which highlighted the need for an agribusiness specialist, the strengthening of administration and redefining the relationship with UAGRM. The final product was a series of goals, objectives and strategies for the period 1998-2002.		
WF300039 - CERES Follow-up: Sustainable Forest Management Plan Jay Christensen	Recommendations for improving the Sustainable Management Plan... Degree of incorporation of the recommendations in final plan ..... Degree of plan successfully implemented.....	Yes 20% -	- - -
	The volunteer Jay Christensen provided recommendations for completing the sustainable forest management plan for a reserve in the Chapare Region which is managed by the indigenous Yuracare population. In the process, he wrote four reports and guides on several aspects of planning and development		
WF300042 - IICCA Soil and Water Conservation Program - Small Scale Farmers Robert Bach	Soil and water conservation pilot program for six communities..... Degree of program implementation ..... Number of personnel and beneficiaries trained..... Indirect beneficiaries..... Analysis and recommendations for work conducted in the	No - 56 1500 Yes	- - - -

	area.....		
	The volunteer Robert Bach conducted an analysis of IICCA's experiences in soil and water conservation activities and the recommendations of the previous volunteer, Diana Menedez. The volunteer assisted in developing a soil and water conservation plan for six communities and trained IICCA technical staff and key farmers in organization, extension and conservation methodologies to get the program started.		
WF300049 - UMSS/CUEMAD Strategic Planning for Sustainable Development - College of Agriculture Jay Hughes	Strategic plan defining how to integrate sustainable development into the College of Agriculture and Veterinary Sciences, ETSA and ETSFOR programs..... Percentage of the strategic plan implemented.....	No Not yet	- -
	The volunteer Jay Hughes developed guidelines for achieving the integration of sustainable development concepts in the academic programs of the UMSS, ETSA and ETFOR. The product of this effort was concrete directive for future planning and actions to incorporate development concepts in university programs, with emphasis in participative design to determine the appropriate administrative and pedagogical structures to achieve enhancement of sustainability concepts.		
WF300025 - CESAT-CH Soil and Water Conservation Techniques and Extension - Agroforestry Fernando Beza	Recommendations on soil and water conservation techniques and extension methodology ..... Degree of implementation of the recommendations..... Number of staff trained in the techniques and methodology .....	Yes 100% 5	- - -
	Guatemalan volunteer Fernando Beza conducted meetings and field visits to familiarize himself with CESAT-CH's current programs and capabilities. On the basis of this information, he established guidelines for the implementation of conservation techniques and extension methodologies including demonstrative plots of agroforestry and soil/water management. He provided training to extension personnel and farmers in appropriate technologies for soil and water conservation. He also assisted CESAT-CH personnel in the development of a proposal to finance the management of the Tomoroco watershed.		
WF300036 - PROMETA Feasibility Study - Forest Products "Green Enterprise" Timothy O'Keefe	Economic and Technical Feasibility Study..... Recommendations on how to proceed with the development of the business..... ... Degree of implementation of the recommendations.....	Yes  Yes 15%	- - -
	The volunteer Timothy O'Keefe assisted PROMETA in conducting a feasibility study for a "green enterprise" commercialization project which would produce and sell forest products for profit while also promoting reforestation and sustainable forest management. With the volunteer's assistance PROMETA conducted a technical and financial evaluation of the project and a continuation strategy. The volunteer also made technical recommendations for planning and establishing the business.		
WF300043 - IICCA Methodology for Community- Based Education and Participation - Farmers Stephen Sherwood	Recommendations for improving current plans..... Improved training plan..... Degree of implementation of the plan ..... Number of staff and promoters trained in new methods and techniques..... ...	Yes Yes Yes  19	- - - -
	The volunteer Stephen Sherwood conducted an analysis of IICCA's current community-based organization and training plan and made recommendations for complementing the existing plan by means of including improved methodology, techniques and content. These recommendations focused on simplification of technical content, improved planning, better documentation, and integration of social and technical themes, including gender and organization. IICCA staff and promoters were trained in participatory methodologies and the systematized of educational activities.		

WF300055 - ANAPO Integrated Pest Management - Soybeans, Sunflowers and Wheat Greg Cronholm	Plan for IPM promotion within ANAPO..... Degree of implementation of the plan..... Number of technicians and farmers trained.....	Yes Low 9	- - -
	Volunteer Greg Cronholm worked with the technical department of ANAPO, el CIAT and El Vallecito to identify IPM techniques for soybeans, sunflowers and wheat, and made recommendations for improving the techniques utilized. The ANAPO agronomists and associated participants were trained on IPM technology including sampling procedures, trapping, and dynamic economic thresholds.		
WF300048 - TROPICO Design of Ecotourism Program - Nature Trails and Materials Alan Robinson	Design for trails and materials..... Level of development o trails and materials..... Recommendations for strengthening ecotourism program..... Degree of implementation of the recommendations.....	Yes 20% Yes Yes	- - - -
	The volunteer Alan Robinson assisted TROPICO in developing an ecotourism plan for the Zongo Valley focused on attracting ecotourists from the La Paz area and throughout Bolivia. Through extensive trekking in the valley, the volunteer was able to make specific recommendations on development of the interpretive trails and related materials. The recommendations included strategies for including community participation.		

DESCRIPTION	INDICATORS	IMPLEMENTED	
		1st QTR.	1 YEAR
WF300029 - UAGRM/MHNNKM Preservation of Natural History Collections and Exhibits Dr. Bruce Gill	Recommendations on how to improve preservation of specimens and collection..... Degree of implementation of the recommendations..... Number of staff trained in preservation and management techniques..	Yes 50% 16	- - -
	The volunteer Bruce Gill has conducted several different activities with the Natural History Museum "Noel Kempf Mercado" including a review of each of the existing collections, giving recommendations for the maintenance and safety of the materials over the long term. Dr. Gill worked closely with the museum staff, explaining techniques for specimen storage, establishing a curation guide for each piece. He conducted a course for the museum technical staff and students about entomology, systemic zoology and demonstrations about criteria to consider in the development of collections.		
WF300052 - CIDDEBENI Evaluation of Geographical Information Department Ms. Aimée Lesieutre	Recommendations for improving the GIS unit..... Degree of implementation of the recommendations.....	Yes 40%	- -
	The volunteer Aimée Lesieutre conducted an evaluation of the technical needs, capacity and potential of CIDDEBENI's Geographic Information Department. She made recommendations for improving the department including an orientation and redefinition of the technical objectives, activities and suggestions relative to the use of hardware and software. Additionally, the volunteer assisted the organization in writing a successful grant application for the donation of software valued at US\$15,000.		
WF300054 - Save the Children Vocational Strategy: Economic Development for Youth - Oruro	Proposed economic development strategy for youth..... Recommendations for developing a vocational program .....	Yes Yes 50%	- - -

DESCRIPTION	INDICATORS	IMPLEMENTED	
		1st QTR.	1 YEAR
Dr. Daniel Fahrlander	Degree of implementation of the recommendations.....		
	The volunteer Dan Fahrlander developed proposals for seeking economic alternatives for adolescents in the marginal barrios of the city of Oruro. Based on the deficiencies detected by the organization and the volunteer, recommendations for developing a vocational program were made. These recommendations were assembled into a strategy or plan of action designed to create economic development opportunities in Oruro and to help prepare youth to engage productively in these areas.		
WF300038 - CERES Training in Mediation and Conflict Resolution Mr. Ty Tice	Plan for a mediation and conflict resolution program .....	Yes	-
	Degree of implementation of the plan .....	30%	-
	Recommendations for the implementation of the research and training components.....	Yes	-
	Degree of implementation of the recommendations.....	40%	-
The volunteer Ty Tice provided technical assistance in the research, training and practice of conflict management. He conducted workshops for four different CERES projects, participated in community meetings for the organization of potable water, and developed a strategic program for CERES in mediation.			
WF300050 - OACEMM Organizational Support and Transformation/marketing of Agricultural Products. Mr. Herman Obregon	Level of acceptance of the proposed organigram .....	100%	-
	Degree of implementation of the proposed organigram .....	partial	-
	Degree of implementation of transformation/commercialization concepts proposed.....	40%	-
	Degree of implementation of work plan and methodology proposed by the volunteer .....	35%	-
The volunteer Herman Obregon conducted an analysis of the entire institution, taking into account all actors (board, administration, community directives, and producers/members) and proposed a new functional organigram. He analyzed the current transformation and commercialization system and made a series of recommendations for improving the current program.			

## ***ACDI/VOCA/Ethiopia***

### **PROGRAM DESCRIPTION**

The Farmer-to-Farmer (FtF) five-year project is designed to intervene in the Greater Horn of Africa, including Ethiopia, with a view to enhance the food security for the sub-continent in general and the country in particular. Ethiopia, with over half of the population living in severe poverty, is one of the beneficiaries of this program. The program initiative is based on the recognition of grass-roots approach to effectively eliminate the root causes of food insecurity and reduce economic vulnerability. Ethiopia is one of the poorest countries in the world with a GDP per capita of \$96, and with growth rates which were negative throughout most of the 1980s(-0.9% From 1980-1990) only a 1.2% growth rate from 1990-1995(UNCTAD, 1997) and a calorie per capita intake of below the poverty line. Availability of food and access to food is extremely limited. Historical data that dates back to the 50's indicate that the country faces drought, almost every other year and regularly in structural and emergency food deficit. The poor performance of agriculture coupled with the high growth rate of population exacerbated the food situation of the country. In 1994 an estimated 5-6 million people in the country required external food assistance, as per capita food production declined 16% from 1980-1993.

Failed policies and the disintegration of civil society led to the collapse of free markets and continued economic decline throughout the country. Population growth outpaced economic growth, influencing labor and trade movements. Ethiopia's food deficits are expected to last to the early part of the next century.

ACDI/VOCA/Ethiopia's program focus is on the development of agriculture with the ultimate goal of enhancing food security.

ACDI/VOCA/Ethiopia uses the opportunity created as a result of the new-found stability in Ethiopia in participating in agricultural development through the provision of technical assistance in cooperative development and in the capacity building of institutions working for agricultural development.

The ACDI/VOCA/Ethiopia FtF project in 1998 is designed to support the farmer through the development of cooperatives and through the provision of volunteer-based technical assistance to regional and federal government institutions to create synergies with on-going efforts to ameliorate food security by addressing two initiative objectives.

### **OBJECTIVES OF THE PROGRAM**

The broader goal of the FtF program in Ethiopia is centered on enhancing food security through training farmer-based cooperatives at the grass-root level and in strengthening the capacity of institutions working for agricultural development.

Program objectives are the following:

1. To increase the skill of manpower of the Federal agencies working with agricultural development in Ethiopia, through the provision of technical assistance on the basis of identified needs.

2. To augment the capacity of cooperatives in the Regions with a view to contribute to the development of agriculture of the country.
3. To develop the human resources and the technical ability of local NGOs working for agricultural development that enhance food security.

## **PROGRAM ACTIVITIES**

The activities of the program are the following:

- Provide volunteer technical assistance with a view to address food security through the development of cereal producing cooperatives in the areas of cooperative management, cooperative accounting, finance, auditing, cooperative credit and credit management and cooperative marketing;
- Support federal and regional agricultural offices and bureaus and training institutions through the provision of technical assistance;
- Partner with host-country institutions including emerging private agri-businesses;

## **GENERAL ECONOMIC AND POLITICAL ENVIRONMENT**

The adverse effects of the erratic weather of the 1997/98 main “Meher” crop season had, once again, forced the country to ask food aid from the international community. The ever-present structural deficit was exacerbated by further problems, reportedly caused by El Niño. The magnitude and scope of the food deficit was felt in the drought prone areas of East Tigray, North Wollo, Wag Hemra, South and North Gondar, North Shoa and in some pocket areas of Oromia and Somale areas. The 1997/98-crop failure occurred in the wake of Ethiopia’s export of cereals for the first time in recent memory. The overall 1998 “Belg” (little rain) season, however, was favorable particularly in the Southern region. The “Belg” rainy season areas received sufficient rain to help them buffer the lean months which were worsened by the ensuing effects of the drought of the 1997/98 main Meher season rains.

The extension program pioneered by SG2000 and emulated by the government has continued to show positive results in areas where the weather is conducive. The area coverage for technology dissemination increases encompassing the hinterlands and other marginalized lands. Special extension programs were designed and being implemented in the arid lands of Tigray, Wollo and Gondar areas. The dependence of the program on adequate rainfall leaves it very vulnerable to erratic production pattern.

The marketing problems cyclically observed both during the times of over production and shortage are still being felt. Experience has shown in the last three years that cyclical over and under production results in dramatic fluctuations of prices creating high prices in years of shortage and inability to take advantage of high production season due to lack of storage.

The 1998/99 main Meher season that began in June had a good start and broke a dry spell. However, it also brought about an insect infestation in some pocket areas. The rainfall in July and early August has reversed the

situation. The rainfall of last month and the first week of August were normal and expected to continue for the rest of the remaining rainy season.

The recent Ethio-Eritrea border dispute displaced more than 130,000 people. The government is appealing both to the local and international organization for relief assistance and the response has been adequate. If, however, the dispute escalates to the level of full-scale war, the number of affected people is expected to increase.

## **Summary of Annual Programmatic Report**

### ***Types of Assignments***

Eight volunteers were assigned to conduct cooperative training in the areas of cooperative accounting, cooperative management, cooperative credit, cooperative marketing, training on fund-raising mechanisms and training on forestry privatization analysis. The training was given to 101 trainees who are working for Amhara Cooperative Affairs Office, Southern region Cooperative Affairs Office, Organization for the Rehabilitation and Development in Amhara Region and for the Ministry of Agriculture and will act as trainees for others. As a result of multiplier effect, the training is expected to benefit 1,684 cooperatives and 2,360,438 farmer-members in the three regions of the country in the next three years. Additionally two training assignments, which were scheduled to be undertaken in Tigray Region, were temporarily suspended due to the project proximity to the Ethio-Eritrean border dispute area.

### ***Curriculum Development***

Three volunteers undertook the preparation of curriculum for the Veterinary faculty of Addis Ababa University and for the Yekatit 25 Cooperative Institute. Two additional volunteers are in the process of preparing curriculum for the Agarfa Farmers Training Center. The curricula are expected to benefit over 2000 farmers every academic year.

### ***System Development***

One volunteer consultant will be assigned to develop the agricultural export system for cooperatives and unions of Oromia that have more than 1.8 million farmer-members. This assignment will lay the groundwork for the establishment of a systematic export strategy and many farmers will increase income generated from the exported commodities.

### ***Achieved and Expected Long-term Impact***

All eighty-eight FtF assignments are linked to each other. To ascertain the continuity of the impact of the FtF intervention, five-year (1997-2001) agreements were signed between ACDI/VOCA and its government and non-governmental partners. The FY 98 activities are largely follow up assignments to 1997 interventions.

The cooperative training given is expected to generate a spin-off effect for the farmers at the grassroots level. The Training of Trainers (ToT) trainees will go to the field and start training farmers on cooperative management and training boards of directors on new, American-modeled cooperatives. New techniques for marketing, management and credit management and finance will be introduced. The entrepreneurial skills of the cooperatives will be upgraded and farmer income will be maximized. In addition to the training that is being given to cooperative managers on modern, free market business and democratic cooperative principles, farmer-members are being trained on their rights and the economic advantages of cooperatives. The development of grassroots-based cooperatives will economically and politically empower cooperatives thereby giving them ownership rights to safeguard their interests. In this regard over 1684 cooperatives and over 2 million farmer-members are expected to benefit from FtF in 1998.

The FtF program in Ethiopia has another dimension. Training institutes that produce skilled manpower in Ethiopia are not equipped with the necessary curricula and syllabi to help them teach students who will graduate oriented in the workings of the free market system. Therefore in order to help support the ongoing ToT training with appropriate education, a curriculum is being developed to lay the foundation for long-term impact on farmers.

The FtF program is also looking not only at the production aspect of cooperatives but also at the marketing side. In this regard, an export strategy for the cooperatives and unions in Oromia region will be designed. It is expected that over 1600 cooperatives in Oromia and over two million farmer-members will benefit. Cooperatives already are showing improved marketing results. As a result of the training given starting from 1995 and as a result of other projects developed from FtF assignments, farmer cooperatives in some areas of Oromia region have started directly buying from the wholesalers at the port. By doing so a cooperative union that is funded by USAID and managed by ACDI/VOCA, saved Birr 1.2 million from the purchase of fertilizers. It also directly sold its produce to the consumer increasing its share of the final price from the previous 60 percent to the level of 80 percent. As a result of this example, other cooperatives outside the range of the project have also managed to save Birr 28 million by buying directly from the wholesalers.

### ***Programmatic innovations***

The FtF program in Ethiopia has helped open a door for future project development and for establishing good working relationships with partner organizations. By positively impacting and meeting the needs of its partners, FtF is helping ACDI/VOCA/Ethiopia to further develop projects that will enhance initiated impact. ACDI/VOCA/Ethiopia has now two additional projects, one) Formation of Cooperative Union in Oromia targeted to develop competitive market and enhance productivity and two) A Training Scheme for Agricultural Input Grassroot Retailers. ACDI/VOCA/Ethiopia is also considering assisting the farmers in Southern, Amhara and Tigray regions by developing similar projects. The partner organizations have high regard for the FtF program and are looking forward to similar project interventions.

### ***Responsiveness of the FtF Program to BHR/PVC Strategic Plan and Results***

The focus of the FtF program in Ethiopia is connected with the first core objective of USAID: Broad-based economic growth. ACDI/VOCA/Ethiopia is broadening the economic base of Ethiopia through the strengthening of grass-roots rural cooperatives. Cooperatives are now being recognized as pivotal for rural development. Cooperatives, for the first time in the history of Ethiopia, started paying patronage dividend for their farmers. Last

year cooperatives paid up to U.S. \$1000 for a farmer in the form of dividend. A total of U.S. \$1.6 million was paid to farmers in FY97. In FY98, more is expected. Recently a farmer cooperative in the Oromia region (Domobidolo area) paid up to U.S. \$ 1100 for a farmer. More impact is expected after the books are closed and audited for FY98 transactions and results will be revealed sometime in October.

The FtF program in Ethiopia also fits well with the BHRSO 5 of USAID/ Ethiopia. It serves to integrate the food security of the country through cooperative development.

### ***Staff Changes or Additions***

ACDI/VOCA/Ethiopia recently added an Associate Regional Representative to its staff stationed in Addis Ababa. He will serve to help operation for the Ethiopian program as well as have regional responsibilities.

### ***CONCLUSION***

ACDI/VOCA/Ethiopia had concluded all its 11 volunteer assignments well before the end of fiscal year 1998. Three volunteer assignments are expected to be undertaken in the remaining month of FY 1998 and two assignments are transferred as a result of the conflict in Tigray. In addition to its planned activities, ACDI/VOCA/Ethiopia requested for additional assignment to meet the needs of its various partners.

Most of ACDI/VOCA/Ethiopia projects are cooperative training or curriculum development and capacity building in other agricultural-related activities. The impact of these interventions is of long range nature and cannot be visibly quantifiable in the short-run.

## ***ACDI/VOCA-Mongolia***

Farmer-to-Farmer/Strengthening Participation and Institutional Capacities in Enterprise and Market Development in Rural Mongolia (FtF/SPICE)

By Henry and Jeanne Bartholomew and Tsend Tseren

### **PROGRAM OVERVIEW**

The ACDI/VOCA country representative office and the project office were officially opened in Mongolia with the arrival in country, on August 1, of Jeanne Bartholomew. The office operated out of the Tuushin Hotel for 23 days and then moved to the current address where office and project leaders residence is combined. Co-project leader Henry Bartholomew spent three weeks in Mongolia in August helping to establish the office and returned to the USA to complete his career in the agriculture extension service. While in the USA he worked on information collection for the office library, networking with organizations and companies to assist with a no-till demonstration/research project for Selenge Aimag, and equipment purchases and shipping for the project. Mr. Bartholomew rejoined the in-country staff in early October.

Two ACDI/VOCA volunteer assignments were implemented in Mongolia this quarter – one in Bayankhongor Aimag (province) conducted a baseline research and data collection from livestock herders, cooperatives, input providers, livestock product processors and marketers and soum (county) leaders. In addition this volunteer conducted a small Ivomec effectiveness trial with one veterinary center.

The second volunteer project, in Selenge aimag, conducted a baseline research and data collection from vegetable growers, vegetable processors, cooperatives, agriculture companies, wheat growers, grain elevators, flour mills and soum leaders. Project staff assisted with both baseline surveys. The data collection continued into the fourth quarter. The technical focus of the assignments included creation of the survey instrument, data collection, writing of the strategic three-year plan for the FtF/SPICE project in Mongolia. The project was introduced and marketed throughout the targeted aimags, network building with potential future cooperating partner organizations was begun, and requests for technical assistance for future projects were collected. In addition initial selection procedures were begun for the farms on which to conduct the no-till demonstration/research projects. A request for technical assistance was received for a meat-processing project in the capital city of Ulaanbaatar. A second request for assistance was received from a group of cooperatives in Bayankhongor aimag which will focus on sustainable cooperative management and dairy product processing, specifically butter production from yak milk.

During this period, discussion continued with USAID/Mongolia regarding the awarding of the Rural Civil Society Project (RCSP). Negotiations began between the University of Minnesota/SUNY-Albany team, the ACDI/VOCA Mongolia Office, and the ACDI/VOCA Washington Office, which focused on writing a successful proposal for the project.

The ACDI/VOCA SPICE office hired the first two local project employees during this quarter. Tsend Tseren commenced work with ACDI/VOCA in August as Project Assistant. Jeemaa joined the team in September as translator for the Selenge aimag baseline study project, but was quickly hired permanently as ACDI/VOCA's Selenge representative.

## PROGRAM ACCOMPLISHMENTS

ACDI/VOCA had less than a full quarter from August 1st till September 30th in which to establish the office, hire and train staff and develop projects. Nevertheless it was able to implement two out of the two assignments planned; a third scope of work for a project to start in the fourth quarter was also developed.

To date two volunteer projects are being implemented. One volunteer project is being recruited for next quarter. One application for assistance was accepted from Bayankhongor Aimag.

FtF projects (beginning with WF) and Mission-funded SPICE projects (beginning with MS) that have demonstrated significant impact include:

**WF200003 Bayankhongor Aimag Assessment and Planning Project** implemented by volunteer, Earl Thompson for Bayankhongor aimag (province). The volunteer completed a comprehensive assessment surveys of agriculture, herders, processors, input companies co-operatives, marketing organizations, and communication systems for the agriculture industry. In addition aimag and soum leaders were surveyed. This program has already entered into the implementation phase, and as a first step, an application for assistance was taken from a dairy product cooperative. In addition, an agreement to cooperate with Bayankhongor aimag's Animal Breeding and Health Office was established and potential future ACDI/VOCA clients were informed about the FtF/SPICE Project. This assignment benefited not only producers of the Bayankhongor aimag, but also the output of the project is the baseline data for the FtF/SPICE project over three –year life of the project, and input into the actual project 3 year plan of work for Bayankhongor aimag.

**WF200004 Selenge Aimag Assessment and Planning Project** started by William Reilly for Selenge aimag. Due to illness, the volunteer was only able to assist staff in writing the survey, and to conduct the first week of field surveying. Volunteer Reilly visited the Sukabaatar Flour Mill and elevators. He was also able to survey several wheat farmers and vegetable producers before becoming ill. The ACDI/VOCA Mongolia staff completed the remainder of the survey. The initial selection of farmers and cooperatives for the FtF/SPICE no-till demonstration projects was begun. The survey included agriculture industry, grain framers, grain elevators, vegetable co-operatives, vegetable growers, vegetable processors and aimag and soum leaders.

**MS200001 UPA Trade Co. Meat Processing Plant in Ulaanbaatar**, to be implemented end of this calendar year. A request for assistance in establishing a small-scale meat processing plant for UPA Trade Co was accepted, and a scope of work was written and has already been submitted to Washington D.C. and Ohio offices for recruitment.

**Cooperative Development in Bayankhongor**, an application for assistance, in cooperative development and butter production, was accepted during the survey trip to this province. Scope of work will be developed during follow-up trip to Bayankhongor in December. Project will be implemented in June 1999.

Both volunteers, Dr. Thompson and Mr. Reilly, were scheduled to give a speech early next quarter at the USAID Resource Center regarding their studies and surveys in Selenge and Bayankhongor Aimag. ACDI/VOCA staff will present Mr. Reilly's report. The announcement of this speech will be published on the government newspapers' of Mongolia.

## PROGRAM DIRECTION

During the fourth quarter, ACDI/VOCA-Mongolia will meet with the new ACDI/VOCA vice president for Asia Charles Weden. In addition Mr. Jamie Chua, ACDI/VOCA Asia representative, will spend three weeks in Mongolia helping SPICE staff develop their three-year plan as well as the monitoring and evaluation program.

At the completion of the two volunteer baseline data collection projects the volunteers will assist SPICE staff to write the three-year and one-year (1999) project plans for presentation to USAID. Due to project funding for only 16 volunteers per year, 3 or 4 priority areas in each aimag will be selected for project implementation.

At the present time a cooperative partnership agreement is in place with the Foundation for Agriculture Development, Joint Christian Services, and the Animal Breeding and Health Departments of Bayankhongor aimag. During the next quarter it is anticipated that several new cooperating partner agreements will be signed with research institutions and NGOs working in the agriculture sector. Discussions have already begun with the Plant Science Research Institute in Darkhan and Agro-Pro Consulting Company in Ulaanbaatar. Appointments will be set up to meet the leaders of the Leading Herders Association, the Animal Husbandry Research Institute, and the newly formed Meat Processors Association. TACIS will fund a no-till and agriculture development project in 1999 it is hoped that synergies will be found and a cooperative working relationship will develop between ACDI/VOCA and that project.

Planning for the implementation of the no-till spring wheat project will be underway with selection of project farmers, SOW written for no-till expert volunteer and proposal written for local currency funds to support the project from the U.S. Embassy. Coordination of the needed supplies, equipment and transport of the aforementioned to project area will begin.

ACDI/VOCA anticipates working cooperatively with the winner of the Rural Civil Society Project, The Mongolian Privatization Program, and the newly initiated International Development and Global Technology Network Project for Mongolia, all funded by USAID. In addition a potential project is in the development stages with UNDP to promote breed improvement of cashmere goats in Mongolia. If this project is funded, ACDI/VOCA anticipates working cooperatively with any initiatives implemented in Bayankhongor aimag.

## BUSINESS DEVELOPMENT

Several opportunities for business development exist for ACDI/VOCA-Mongolia. Country Representative, J. Bartholomew met with all teams bidding in the final round for the Rural Civil Society Project. Ms. Bartholomew set up and accompanied one member of the SUNY/University of Minnesota Team on an information-gathering trip to Overkhangay aimag.

The ACDI/VOCA-Mongolia Country Representative continues to research potential business opportunities in Mongolia.

**LEVEL OF PROJECT EFFORT THIS QUARTER**

(August 1 – September 30, 1998)

DESCRIPTION	NUMBER OF DAYS		
	PROGRAMMED	IMPLEMENTED	%
WF200003 – Bayankhongor Aimag Assessment and Planning Project Earl Thompson	60	34	56%
WF200004 – Selenge Aimag Assessment and Planning Project William Reilly	42	8	19%
MS20001 – UPA Trade Company, Ltd. (being recruited)	60		

**PROJECT IMPLEMENTATION THIS QUARTER**

(August 1 - September 30, 1998)

DESCRIPTION	INDICATORS	IMPLEMENTED	
		1st QTR.	1 YEAR
WF200003 – Bayankhongor Aimag Assessment and Planning Project Earl Thompson	1. Develop and write survey instruments 2. Conduct Survey 3. Evaluate Data Collected 4. Recommend direction ACDI/VOCA should take in programming for Bayankhongor aimag over the next 3 years which will result in FtF/SPICE fulfilling the three major project objectives	100% 34% 0% 0%	
	The volunteer Earl Thompson conducted several different activities in Bayankhongor. In addition to conducting the survey he set up a trial on Ivomec with a local veterinarian. He visited numbers of potential clients and future co-operating partners. At the end of his assignment he will attend an international conference on herding being held in Ulaanbaatar, and will give a public speech in the capital city detailing the results of his survey and the plans for FtF/SPICE for the next 3 years.		
WF200004 – Selenge Aimag assessment and Planning Project William Reilly	1. Develop and write survey instruments 2. Conduct Survey 3. Evaluate Data Collected 4. Recommend direction ACDI/VOCA should take in programming for Selenge aimag over the next 3 years which will result in FtF/SPICE fulfilling the three major project objectives	100% 8% 0% 0%	
	The volunteer William Reilly began the survey and visited Sukabaatar Flour Mill and elevators. Initial countryside surveys were started. Due to illness, Volunteer Reilly returned to the U.S. after week. Mr. Reilly's translator and ACDI/VOCA staff completed the remainder of the survey.		
MS200001 – UPA Trade Company Ltd.	Plan for Volunteer Technical Assistance 1. Assist in establishing a new private business 2. Develop an operation and training manual for a small western style slaughter, meat cutting facility and store-front meat shop 3. Review related financial and market issues for the shop and make recommendations which will lead to increased financial performance 4. Recommend equipment to purchase and facility location 5. Train staff in western meat cutting, sausage making, smoking, refrigeration, sanitation, and sales		

## **ACDI/VOCA/Uganda**

### **1. PROGRAM DESCRIPTION**

ACDI/VOCA's Worldwide Farmer-to-Farmer (WWFTF) is a five-year program in its second year of implementation. The Farmer to Farmer program in Uganda is part of the larger global effort to assist farmers. Enhanced food security in Uganda is the over-arching objective of this project. The country office was allocated five assignments during each of the first three years of the five-year grant.

During the fiscal year 1996/97, the Uganda economy is estimated to have grown by 5.0% per annum, lower than in the past 4 years and also below the average for the last decade of 6.5 % per annum. The principal factor that had the largest negative influence on GDP growth was the prolonged dry weather conditions that led to a significant drop in food crops.

Although agriculture is still dominant, the structural composition of economic activity in Uganda has been changing during the past ten years. During 1996/97, total agricultural output accounted for 44.1 % of GDP as compared to 45.5% last year, 51% in 1991/92 and 57% in 1987/88. While this downward trend shows the reduction in the over-reliance of the economy on agriculture, it continues to play a significant role in the lives of many people in Uganda.

The Uganda economy is now moving beyond rehabilitation and adjustment stage towards development phase. The government has, therefore, set out modernisation of the economy to achieve growth rate of the least 5.0% on a sustainable basis as an overall development objective in the medium and long term.

### **Agriculture**

Agriculture serves as the main base for Uganda's economy, contributing 70% of GDP, 99% of exports, 80% of government internal revenue and supporting more than 90% of the population. As a result, agriculture has received priority attention from government. Activities in this sector range from hunting, fishing, growing of food crops and cash crops and livestock production to marketing of agricultural produce. The sector is dominated by small scale farming with about 2.1 million producers, operating an average holding of about 2.5 hectares. The Ugandan society is overwhelmingly rural with 90% of the people residing in the countryside. Coffee and cotton have been by far the most important export/cash crops for Uganda over the last three decades. Other cash crops include tobacco, tea, sugar and oilseeds.

Agricultural policies emphasise food crop production, diversification of agricultural exports to reduce dependency on coffee and stimulation of domestic agro-industrial development. The GOU's industrial sector strategy is to link agriculture with industry, improve the policy and regulatory environment for industry and other businesses and to promote sector participation in economy.

### **Livestock**

During 1996/97, livestock production continued its recovery from the 1994/95 decline of 2.6%. This sub-sector grew by 5.7% in 1996/97 as compared to a growth of 9.8% a year ago. The increase in livestock production has

been mainly the response to the increasing demand for milk as new milk plants open up country-wide, which has encouraged dairy farming especially in the western part of the country.

Given the substantial dependence on the agricultural sector and burgeoning dairy sector, ACDI/VOCA Uganda designed a program in 1998 to support farmers through a variety of activities. These included: capacity building of co-operatives, improve post-harvest handling, encourage the development of non-traditional crops/products for export, provide training and improve MIS for agricultural retailers, and assist individual dairies requesting ACDI/VOCA technical assistance.

## **OBJECTIVES OF THE PROGRAM**

The goal of the Farmer to Farmer program in Uganda is to enhance food security by working with farmer-based co-operatives at the grass-roots level, strengthen the capacity of institutions working for agricultural development, utilise local capacity and technology to improve agricultural production for local markets and potential export.

Objectives include the following:

1. To improve capacity of co-operatives throughout the country to enhance agricultural development.
2. Utilise local technology to improve post-harvest handling, quality and economic value of end products.
3. Assist local NGOs in their efforts to improve agricultural sector and food security, primarily through technology transfer and human resources development
4. Assist smallholders in non-traditional markets and up and coming sectors such as dairy.
5. Provide assistance to farmers in depressed regions, particularly in Northern Uganda, including the Gulu and Kitgum Regions.

## **PROGRAM ACTIVITIES**

The following chart provides an overview of projects completed in 1998. A description of the projects follow. Many of the assignments planned in 1999 are interventions that compliment work conducted during FY98 (see table 1 page 5). Experience has shown that WWFtF resources often have greatest impact when applied in a sequential, capacity-building approach with the same entities.

**Table 1: WWFtF PROJECT ACTIVITY BREAKDOWN FY98 (Present & Future)**

	COMPONENT/CATEGORY	CLIENTS/ BENEFICIARIES	VOLUNTEERS	TIMING	# of Weeks	STATUS/COMMENTS
1	FEWS/MAAIF (WF1020)	FEWS/ MAAIF	Joseph Kotun	12th Nov.-19th Dec. 1997	4-6	Follow up completed
2	Solar dryer (WF 1021)	PHHS/ KARI	Vadim Belotserkovsk y	26th Nov. 1997 - 9th Jan. 1998	4-6	Follow up completed
3	Solar dryer (WF 1022)	PHHS/ KARI	Henry Mbeza	20th March - May 2 1998	6	Assignment completed
4	Database Management I (WF 1030)	AT(U)	Tom Salle	13th Feb - March 1st 1998	3	Assignment completed
5	Business Management (WF 1031)	AT(U)	Ben Hatfield	30th March - 2nd May 1998	5	Assignment completed
6	World Vision (WF1033)	WV	Stanley wells	26th August - 25th September, 1998	4	Assignment completed
7	World Vision (WF1034)	WV	David Willet	Early January, 1999		Being recruited.
8	Database Management II (WF1035)	AT(U)	Tom Sallee	18th Sept. - 8th Oct. 1998	3	Assignment on-going
9	Management Consultant (WF1036)	WHC EVERFRESH	Ezell Goodwin	15th Aug. - 10th Sept. 1998	4	Assignment completed
10	Prod. Engineer (WF1037)	WHC EVERFRESH	Philip Molldrem	30th September - 14th October 1998	2	Assignment on-going
11	Information System (RCIS) (WF1038)	REGIONAL	Ron Boyd	26th October - 20th December 1998	8	Volunteer ready to come
12	Information System (RCIS) (WF1039)	REGIONAL	Bruce Dolph	20th October - 20th December 1998	9	Volunteer ready to come
13	Information System (RCIS) (WF1040)	REGIONAL	John Graham	15th November - 20th December 1998	5	Volunteer ready to come
14	Village Bank (WF1041)	KAARO Coop. Society	Robert Palmer	30th September - 26th October 1998	4	Assignment on-going
15	Marketing (WF1042)	MSGGA	Richard Maxon	11th September - 30th September 1998	3	Assignment completed
16	Training (WF1043)	URDT	Robert Buker	11 Nov.- 11 Dec. 98	4	Volunteer ready to come

### **Planned Projects for FY'99**

#### **WFI043 UGANDA RURAL DEVELOPMENT AND TRAINING PROGRAM**

VOLUNTEER: Robert Buker II October - December 11, 1998

African Poverty Reduction Network (APRN) established by a group of Africans from 22 countries with the broad objective of bringing together government, civil society and donors to improve policies and the implementation of programs for reducing poverty in Sub-Saharan countries. APRN's Ugandan chapter, Uganda Rural Development and Training Program (URDT), has requested ACDI/VOCA volunteer assistance to help with a grassroots training and development program in seed improvement (especially for maize and beans) and other appropriate technology transfer techniques, all aimed at improving food security and improved nutrition of the rural folks.

#### **WF1038/39/40 REGIONAL COMMODITY INFORMATION SYSTEM (RCIS)**

VOLUNTEER: Bruce Dolph 20 October - December 15, 1998

VOLUNTEER: Mr. Royd Boyd 26 October - December 15, 1998

VOLUNTEER: Mr. John Graham November 15 – December 20, 1998

A need for a well-developed commodity market information system in the Greater Horn of Africa has been expressed by interested stakeholders. Establishment and sustainability of a well planned system would go a long way to enhancing the policy advances of the past decade, which have been in the direction of liberalizing markets. Although a good strategy, establishment of the system requires an in-depth study to establish what is technologically available and realistically accessible to the users and then provide appropriate recommendations.

Three ACDI/VOCA volunteer consultants have been recruited to conduct the Needs Assessment Study and help Design an appropriate RCIS. Bruce Dolph and Ron Boyd will conduct the needs assessment study in the 4 countries of Uganda, Kenya, Tanzania and Ethiopia. Then John Graham will review and incorporate the appropriate recommendations and concerns in the design of the information system. The last stage will be to recruit a consultant to train/facilitate an identified users group for agricultural information exchange in the Greater Horn of Africa.

#### **WORLD VISION ASSOCIATION STRENGTHENING**

This is a follow-up assignment to the one done by ACDI/VOCA Volunteer Stanley Wells in which he studied the marketing system of the farmers in Gulu proposing feasible marketing channels and strategies to assist in the marketing effort of the people in there.

The volunteer consultant's focus will be on the institutional development and empowerment of Gulu Dongo Lobo (a local agricultural development agency), a marketing channel for the farmers in Gulu and Kitgum.

## **SECTORAL IMPACT OF PROJECTS IN FY'98**

### **DAIRY**

The assignment completed this year at Western Highland Creameries represents one of several efforts by ACDI/VOCA to assist the dairy sector in Uganda. The volunteer consultant, Ezell Goodwin, identified problems with quality control, inefficient production, lack of proper equipment, handling/stacking of milk containers, recycling of used containers and human resource allocation. The recommendations to Western Highland Creameries amounted to a savings of 29% + per month in plant operation alone. Though difficult to quantify, he also recommended changes that would increase production and reduce product loss ("spilled milk").

The improved quality and marketing skills at WHC will improve services to the small-scale farmers through an assured outlet for their milk. Uninterrupted supply of milk from over 30,000 small scale farmers and guaranteed quality in turn, will provide for improved rural household income essential for the economic growth of the region and country.

The follow up assignment at this dairy was completed at the end of FY'98, beginning of FY'99 by Philip Molldrem to bolster the marketing effort of this dairy. The development of this dairy as a model in Uganda is crucial to the industry in the country, particularly to serve as a model of efficiency and profit-making. This will further have regional impact as they identify new markets to export ultra-heated treated (UHT) milk that has a considerable shelf-life.

### **VALUE- ADDED AGRICULTURAL PRODUCTS**

Two projects completed in the year with Kawanda Agricultural Research Institute utilized local and solar/biomass technology to test a new Hybrid solar/charcoal dryer for fruit and roots. Mr. Vadim Belotserkovsky designed, built and tested a new hybrid (solar and charcoal) dryer. As a follow-up project, Mr. Henry Mbeza was recruited and continued testing further the dryer developed by Vadim, and modifying it to accommodate stakeholders concerns especially, ginger farmers.

He developed a ginger drier that enables farmers produce good quality dried ginger. Mr. Tom Opio, General Manager of Commodity Export International (CEI) said they are ready to buy all Uganda's ginger (now under production) due to its good quality. The first batch for export is planned soon and it is expected that this technology innovation will enable each of the participating farmers to realize approximately US\$ 2,500 per season.

This project has considerable potential for individuals in villages to add-value to agricultural products for export with a limited capital expenditure and utilisation of scarce resources.

## **COOPERATIVE DEVELOPMENT**

### **Masindi Seed and Grain Growers' Association (MSGGA)**

The Masindi Seed and Grain Growers' Association (MSGGA) was established in 1985 by 17 farmers growing improved seed for the Uganda Seed Project (USP). To date, MSGGA has a membership of over 100 farmers and has benefited from four ACDI/VOCA volunteer interventions.

ACDI/VOCA's intervention has facilitated the Associations' transition from a group of farmers producing seed for the Uganda Seed Project (USP) to a prospective grain marketing organization. MSGGA recently completed a centrally located grain storage and conditioning warehouse (Value Added Center) which has helped reduce post-harvest losses but also enabled collective and profitable marketing for the Associations' produce. They have been able to supply World Food Program (WFP) among other clients with over 350 MT of white maize realizing a gross margin of over US\$7,000 in the last 2 seasons.

### **Gulu Dongo Lobo Cooperative**

In an effort to assist co-operatives in particularly depressed regions, an assignment was completed by ACDI/VOCA to study the marketing system prevailing in the districts of Gulu and Kitgum. The assignment was directed at studying the marketing system and then proposing feasible marketing channels and strategies, a task Stanley Wells accomplished.

He proposed the following: consolidation of existing co-operatives in two of the six regions, develop a more reliable system of accumulating grain and selling forward to avoid market risks, address the need of storage and improve transportation to markets in Kampala via co-operative, review and amend existing statutes and regulations controlling the registration and operations of Co-operative Societies in Uganda and use models of those in other countries such as the United States.

Long-term impact of this assignment includes enhanced understanding of marketing options and strategies, increased levels of production at household level resulting from improved market access, increased income as a result of competitive prices from crop sales, reduced costs of relief food procurement, and improved household nutrition resulting from increased income.

A Follow-up assignment has been planned for early next year, 1999 in which the volunteer consultant's primary focus will be on the institutional development and empowerment of Gulu Dongo Lobo (a local agricultural development agency), as one among other marketing channel options for the farmers in Gulu and Kitgum.

## **Kaaro Cooperative Society**

Kaaro Cooperative Savings and Credit Society Ltd. has a community credit (village bank) project located in Rushere township, Nyabushozi county, Mbarara district. ACIDI/VOCA volunteer consultancy intervention was required to help them develop and run a full service village bank, with all the associated advantages to the membership and the surrounding community.

Mr. Robert Palmer helped develop strategies for reinforcing the village bank. It is hoped that successful implementation of this project will see the membership soar from the present enrolled number of 400 shareholders and 350 savers. This village bank, it is hoped, will provide an enabling environment for saving and investment by the beneficiary community and act as a model that will be replicated nation-wide.

## **FOOD SECURITY AND INFORMATION SYSTEM**

### **National Early Warning and Food Information System**

The Uganda National Early Warning and Food Information System Unit, requested ACDI/VOCA to provide a volunteer to equip the Unit staff with appropriate training tools and/or strategies to generate timely information for guiding the farming community and ensuring national food security. ACDI/VOCA volunteer Joseph Kotun trained the staff in basic computer training, Rapid Rural Appraisal techniques and Strategic planning.

Florence, one of the participants on the course had this to say: "The course was really useful. The Rapid Rural Appraisal techniques learnt have instilled confidence in me while conducting any survey. Before I go to the field, I now plan, make necessary preparations, and go when I am fully equipped. This has enabled me to collect appropriate information as contrasted to the past when I just used to go to the field without advance preparation."

Equipped with the training skills, the NEWFIS staff members have been involved in a number of surveys country-wide to generate Food Security related information. In addition NEWFIS has joined hands with Famine Early Warning System (FEWS) project, to produce food security related monthly bulletins which benefit the farming community nationwide.

### **AT (Uganda) Business Management**

ACDI/VOCA provided AT(Uganda) with two volunteer consultancies to assist with the design and installation of a database management system for tracking project impacts and beneficiaries. As a result of the interventions AT(U) has developed a database management and statistical analysis system which allows the project staff, and their collaborators, to provide better follow-up and after sales service to the project beneficiaries. They have been able to monitor but also intensify efforts in the promotion of rural oilseed processing at village level through increased ram press ownership, improved seed storage, and oilseed crop diversification, all aimed at increasing the farmer's (1402 women and 1503 men) bargaining power.

## **FTF REGIONAL - GREATER HORN OF AFRICA**

Given the recent conflict in Eritrea, resources initially appropriated for Worldwide Farmer to Farmer - Eritrea were shifted to FtF Regional with an emphasis on Tanzania and an effort to establish a Regional Commodity Information System (RCIS), as described above, for the Greater Horn of Africa.

In the remaining three years of this five-year effort, the project will field a total of 29 projects. In each year, four will be designated for Uganda, while the remaining will be distributed among Tanzania, Kenya and Ethiopia. Efforts are currently underway to identify local stakeholders and develop statements of work for projects in FY'99.